

**THE IMPACT OF LEADERSHIP BEHAVIOR AND ORGANIZATIONAL  
COMMITMENT ON THE ENVIRONMENTAL PERFORMANCE;  
LIBYAN CASE STUDY**

**Dissertation**

**Submitted in Partial Fulfillment of the Requirement of the Degree of Doctor of  
Philosophy in Environmental Science**



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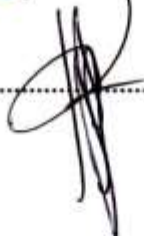
## APPROVAL

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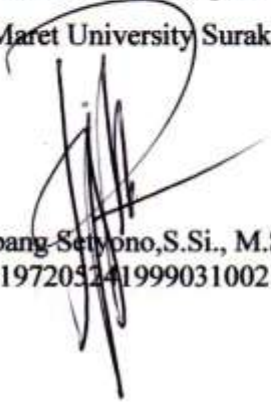
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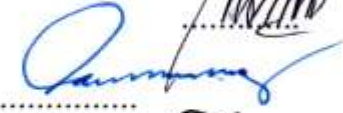
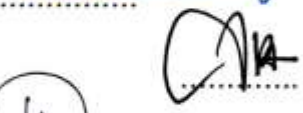


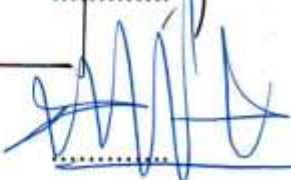

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## ABSTRACT

The aim of the paper is to explore the impact of leadership behavior and organizational commitment on the environmental performance. The cases studies conducted were specifically designed to examine if there is any connection between leadership behavior style (supportive and directive leadership behavior) and affective, continuance and normative organizational commitment of employees and overall implementation status of international standard systems (total quality management (TQM), occupational health and safety (OHSAS) and environmental management system (EMS) which they are very crucial techniques in increasing the environmental performance within the industrial organizations. The cases studied were Libyan public sector organizations. The first one is Akakus Oil Operations Company; it is as joint venture between the Libyan national oil corporation and the European companies union (REPSOL, OMV TOTAL). The Akakus Oil Company has been influenced by western management practices due to the presence of European workers, managers and directors inside the company. The second one is Zliten Cement Company, was studied as traditional management style and typically Libyan in its culture, governance and structure.

The statistical result found that there are significant relationship between the leadership behavior and organizational commitment and environmental performance at Akakus Oil Company, meanwhile this relation was at low level in Zliten Cement Company. More importantly, there are significant impacts of the leadership behavior and organizational commitment on environmental performance at Akakus Oil Company, meanwhile these impacts was at low level in Zliten Cement Company. In addition, the leadership behavior and organizational commitment play important roles in determining the overall implementation status of TQM key elements, OHSAS and EMS in the Libyan industrial Organization. Thus, the paper contributes to the existing pool of knowledge on the empirical impact of the leadership behavior and organizational commitment on environmental performance within the industrial companies in Libya. Different aspects of these variables were tested, so as to provide a wider and more comprehensive understanding of the factors that impact on the environmental performance in Akakus Oil Operation Company and Zliten Cement Company in Libya.

**Keywords:** Leadership Behavior, Organizational Commitment, Total Quality Management, Occupational Health Safety System, Environmental Management System, Libya.

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## ABBREVIATION

TQM	TOTAL QUALITY MANAGEMENT
EMS	ENVIRONMENTAL MANAGEMENT SYSTEM
OHSAS	OCCUPATIONAL HEALTH AND SAFETY SYSTEM
LB	LEADERSHIP BEHAVIOR
SL	SUPPORTIVE LEADERSHIP
DL	DIRECTIVE LEADERSHIP
OC	ORGANIZATIONAL COMMITMENT
AC	AFFECTIVE COMMITMENT
CC	CONTINUANCE COMMITMENT
NC	NORMATIVE COMMITMENT